

Letter from the Governor

Greetings,

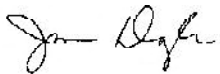
I am pleased to present the 2003-2004 Wisconsin Main Street annual report, which celebrates the accomplishments of the Wisconsin Main Street program over the past year.

The Wisconsin Main Street Program has been helping revitalize downtowns throughout the state since 1988. Downtowns play a vital role in this state's economy and quality of life. Revitalizing and maintaining the prosperity of downtowns is also a key component of my "Grow Wisconsin" initiative. Collectively, the Main Street Communities have created over 13,000 new jobs, attracted over 2,600 new businesses, and generated almost \$600 million in public and private investment since the program's inception.

From July 1, 2003 through June 30, 2004, the state program provided technical assistance to 35 Main Street Communities. Our staff worked alongside local staff, volunteers, citizens, and officials to ensure program success.

I congratulate the state program and the member communities for their commitment to downtown revitalization, and I invite you to learn from their initiatives. This state-local partnership has established a firm foundation to ensure continued success in Wisconsin's downtowns.

Jim Doyle



Governor



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Letter from the Director

Greetings,

I congratulate all of Wisconsin's Main Street communities for another fantastic year. Each community capitalized on its own unique qualities and strengths to complete successful downtown revitalization initiatives. The Wisconsin Main Street staff and I travel the state on a regular basis and we are always amazed at the leadership, effort, and creativity exhibited by downtown leaders. Wisconsin is blessed with Main Street Programs in every corner of the state, from Platteville to Crandon to the Lincoln Village district in Milwaukee to Rice Lake. Wisconsin Main Street communities have an excellent reputation. Travelers need only see the purple Main Street signs at the entrance of a community to know that something special is happening in the downtown.

Main Street continues to be a demonstration program. The existing 34 Main Street communities are doing great things in their traditional commercial districts, while the rest of the state learns from the Main Street model that is so effectively utilized by these communities. Congratulations also go to Fond du Lac and Stevens Point, our two newest Main Street communities, and to the City of Milwaukee for successfully launching their own urban Main Street Program.

Please enjoy the 2003-2004 Main Street annual report. We have taken a slightly different approach this year. The report contains very thorough descriptions of the comprehensive Main Street Four-Point Approach practiced by committees in our Main Street communities. We have also included lists of projects from our Main Street communities that relate to these

descriptions. All of our Main Street communities are eager to share their success stories with communities around the state. I hope the annual report gives you some great ideas to revitalize your downtown!

Best wishes,



James Engle

Director, Wisconsin Bureau of Downtown Development

Viroqua: Downtown Viroqua



What is Main Street?

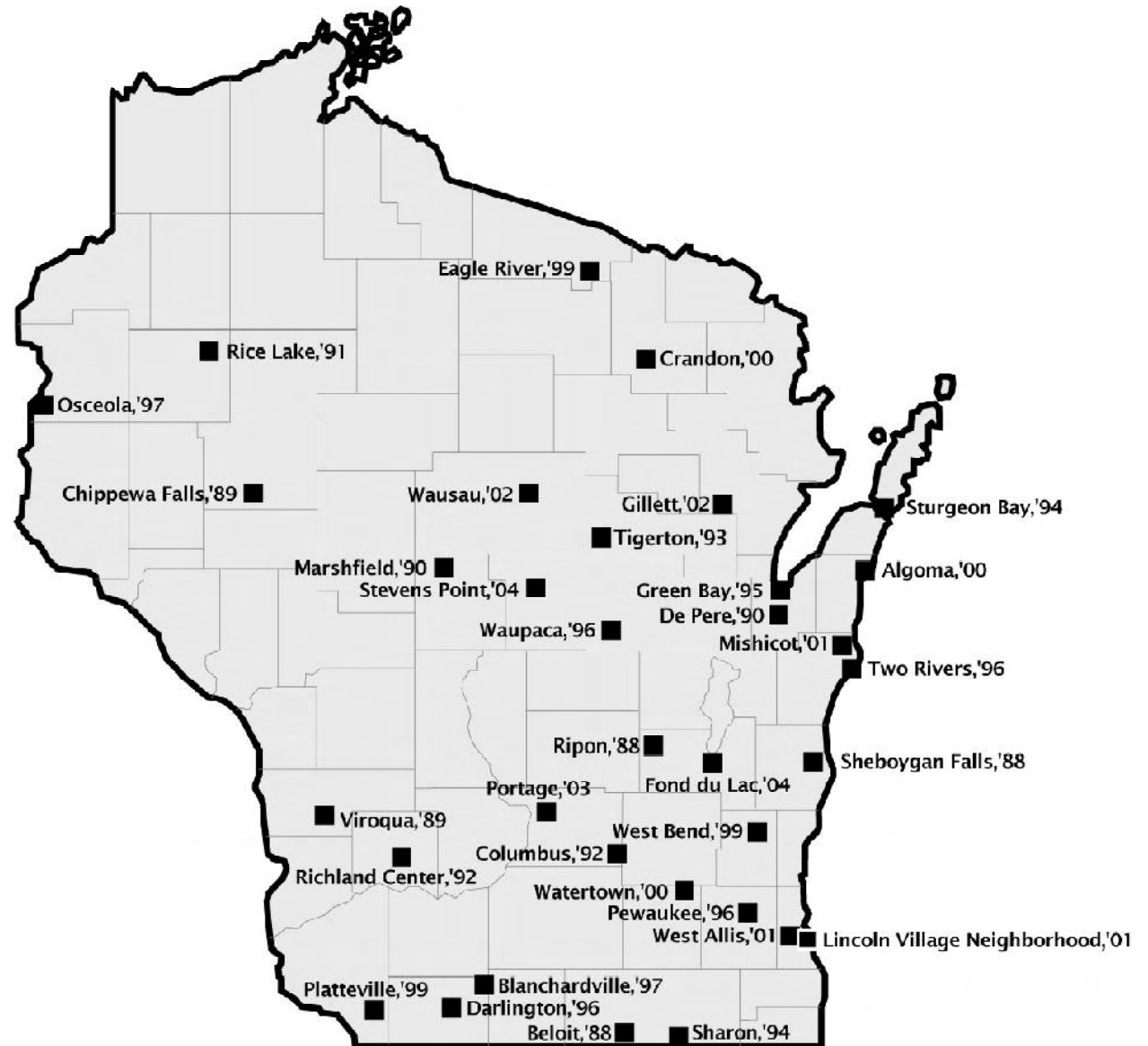
The Bureau of Downtown Development administers an economic development program targeting Wisconsin's historic commercial districts. Bureau staff provides technical support and training to Wisconsin communities that have expressed a grass roots commitment to revitalizing their traditional business districts using a comprehensive strategy based on historic preservation.

The Wisconsin Main Street Program was established in 1987 to encourage and support the revitalization of downtowns in Wisconsin. Each year, the Department of Commerce selects communities to join the program through a competitive process. These communities receive technical support and training needed to restore their Main Streets to centers of community activity and commerce.

The results have been impressive. Wisconsin Main Street Programs have generated new businesses and new jobs for their respective downtowns; façade improvements and building rehabilitation projects have upgraded the image of Wisconsin downtowns; and promotional activities have encouraged community cohesion.

Map of Wisconsin Main Street Communities

as of January, 2005



Bureau of Downtown Development Services Available to Designated Wisconsin Main Street Communities

Communities selected to participate in the Wisconsin Main Street Program receive five years of free technical assistance aimed at enabling them to professionally manage their downtown or historic commercial district to better compete with their managed competition. The services include:

1. Manager orientation and training sessions:

Wisconsin Main Street staff conducts two-day orientation and training sessions for new Main Street managers. Topics include the Four-Point Approach to downtown revitalization, volunteer management, program manager responsibilities, and the role of the state office. Additionally, the Wisconsin Main Street Program provides quarterly two-day workshops for managers and volunteers in participating communities. State and national experts speak on relevant topics in the field of downtown revitalization at these workshops.

2. Materials such as manuals and slide programs:

All new Main Street communities receive excellent resource materials on downtown revitalization topics so that they can start their own Main Street libraries.

- 3. On-site volunteer training programs:**
Wisconsin Main Street staff provides intense on-site training to committees and individuals in participating Main Street communities. This service is initially provided to Main Street committees based on the Four Point Approach to downtown revitalization. Volunteer training is also provided on specific downtown revitalization topics.
- 4. On-site planning visits:**
Wisconsin Main Street staff helps each Main Street community develop a workplan. These sessions assist communities in identifying goals and objectives, and help prioritize and develop projects for the year. Some communities also receive assistance with strategic and vision planning.
- 5. On-site design assistance:**
This free service is offered to property owners and merchants in local Main Street districts. The Wisconsin Main Street design coordinator addresses design issues of historic commercial buildings. Requests are handled on a building-by-building basis due to the individuality of each project. This allows assistance to be tailored to the specific needs of each property owner and merchant. Services include color renderings, on-site consultations, telephone consultations, building sign design, paint and color scheme suggestions, awning design, tax credit information, and information on complying with the Americans with Disabilities Act.
- 6. On-site business counseling:**
This is a free service provided by Wisconsin Main Street's small business specialist. Existing and potential business owners in Main Street districts are offered on-site

confidential counseling services in areas such as marketing, business planning, advertising, financial analysis, and inventory control. Follow-up assistance is also provided. The small business specialist also assists communities in planning business retention and recruitment programs.

7. Downtown market analysis:

Each new Main Street community receives intense training in downtown market analysis. The Wisconsin Main Street Program works with the University of Wisconsin-Extension Center for Community Economic Development and new Main Street communities to complete a downtown market analysis that will help the community with business development efforts, and provide valuable information to each of the four Main Street committees.

8. Advanced technical visits on specific downtown issues:

Wisconsin Main Street staff and outside consultants provide on-site assistance to communities in the form of one or two-day technical assistance visits. These visits are always targeted to meet the specific needs of the local community. Past visits have included development of a white-elephant building, streetscape design, merchandising, volunteer development, fund raising, preservation planning, and waterfront development.

9. Year-end assessment visits:

Wisconsin Main Street staff helps both new and mature programs assess progress and address specific issues on these two-day visits.

General Bureau of Downtown Development Services

In addition to administering the state's Main Street Program, the Bureau of Downtown Development provides general outreach to Wisconsin communities that are interested in revitalizing their downtowns. The following is a list of general services provided by the Bureau:

1. Field Trips

Call the Bureau of Downtown Development at (608) 267-0766 for help planning field trips to Main Street communities to learn firsthand about their progress and revitalization strategies.

2. Main Street Application Workshops

Learn how to successfully complete the Main Street application and how to start and operate an independent downtown revitalization program.

3. Offsite Assistance

Assistance by phone, fax, e-mail, or mail is available from Bureau staff and the local Main Street offices.

4. Case Studies

Each year the Department of Commerce recognizes the best projects completed by Wisconsin's Main Street Communities. These projects make great case studies for communities looking to tackle similar projects and many are available on the Bureau's Web site.

5. Wisconsin Main Street Library

Housed at the Department of Commerce, any Wisconsin resident may check out one of over 300 books, manuals, workbooks, slide programs, and videos on various downtown topics.

6. The Wisconsin Main Street Speakers Bureau

Local managers are available to speak on a variety of downtown revitalization topics such as fundraising, business recruitment, retail events, or promotional campaigns.



*Chippewa Falls: Main Street Mystery Tour
Bus Trip to Wisconsin Main Street Awards*



Sheboygan Falls: Tin Lizzie Club Stop

Meet the Main Street Staff

Jim Engle is the Director of the Bureau of Downtown Development and Coordinator of the Wisconsin Main Street Program for the Department of Commerce. He provides technical assistance in the field of downtown revitalization to Wisconsin's Main Street communities. Prior to this position he served as Assistant State Coordinator for the Wisconsin Main Street Program. He joined the staff in November 1990. Prior to this position, Jim spent four years as the Program Manager for Main Street Oskaloosa, Iowa. Jim was also the Associate Director of Admissions for Upper Iowa University in Fayette, Iowa. He holds a degree in Business Administration from Central College in Pella, Iowa. Jim is known for being an easy mark when Main Street managers are looking to sell raffle tickets, although he has yet to win.



Todd Barman is the Assistant State Coordinator for the Wisconsin Main Street Program. He joined the state staff in 1999. He provides technical assistance in the field of downtown revitalization to Wisconsin's Main Street communities. Todd has been recognized nationally for his efforts to improve the market analysis tools available to downtowns. Prior to this position, Todd spent three years as the Manager for the Darlington Main Street Program, Wisconsin. He holds a Masters and Bachelors degree in Landscape Architecture from the University of Wisconsin-Madison. Todd is practicing what he preaches as he attempts, with varying degrees of success, to rehabilitate his historic home on the edge of Stoughton's downtown.



J.D. Milburn became the Small Business Specialist for the Wisconsin Main Street Program in October 2000. He provides one-to-one counseling to businesses in Wisconsin's Main Street communities, and also helps communities with business retention and recruitment, volunteer training, and other special projects. He has many years of lending experience, with an emphasis on financial packaging of small business loans. Prior employers include Wells Fargo and Bank One Corporation. Before joining Main Street, he served as a Grant and Loan Specialist in the Bureau of Business Finance, Department of Commerce. Milburn has a BS in Agricultural Business, with a minor in Finance, from Iowa State University. J.D. is the only person in the state of Wisconsin who gets excited about IRS form 990.



Joe Lawniczak has been the Design Coordinator for the Wisconsin Main Street Program since September 2001. Joe provides color renderings of façade rehabilitations and other design services to property owners and merchants in local Main Street districts. Prior to this position, Joe was an Architectural Designer for 12 years at Berners-Schober Associates in Green Bay, Wisconsin. For six of those years, he was an active member of the Design Committee for the Green Bay Main Street Program (On Broadway, Inc.), and served one year as vice-chairman of the City of Green Bay Historic Preservation Commission. He studied Architectural Technology at Milwaukee Area Technical College. Joe claims to have found his dream job. The rest of the staff wonders which job that could be.





Algoma: 4th Street Dedication

On Broadway: Green Bay's Taste on Broadway 2004



The Selection Process

Communities are selected for participation in the Wisconsin Main Street Program after going through a rigorous review process. Following are the areas that are considered:

1. **Need.** The need for the Main Street Program in the community and its expected impact on the community.
2. **Organizational Capability** The capability of the applicant to successfully implement the Main Street program.
3. **Public Sector Commitment.** The level of public sector interest in and commitment to a local Main Street program.
4. **Private Sector Commitment.** The level of private sector interest in and commitment to a local Main Street program.
5. **Financial Capacity.** The financial capability to employ a full-time manager (or a half-time manager if the population of the community is 5,000 or less), fund a local Main Street program, and support area business projects. A variety of funding sources should be utilized. A minimum budget of \$60,000 annually (including in-kind donations) is expected for communities hiring a full-time manager, while a minimum budget of \$40,000 annually is expected for communities hiring a part-time manager.
6. **Physical Capacity.** The cohesiveness, distinctiveness, and variety of business activity conducted in the proposed Main Street Program area.
7. **Historical Identity.** The historic significance of the proposed Main Street Program area and the interest in and commitment to historic preservation.



Beloit: Celebrate Weekend 2004

In the event that the Department of Commerce must choose between two highly rated municipalities, it will base the selection on which adds more to the geographical and population diversity of Wisconsin's Main Street Communities.

Wisconsin Main Street Reinvestment Statistics 1988 – 2004

Public Improvements	1,052
Public Investment	\$145,380,759
Building Rehabilitations	3,447
Private Investment in Building Rehabilitations	\$150,250,043
New Businesses	2,617
Business Relocations and Expansions	998
New Jobs	13,034
New Buildings	191
Private Investment in New Buildings	\$181,684,391
Buildings Sold	1,015
Private Investment in Buildings Sold	\$121,923,551
New Downtown Housing Units	392
Total Private Investment	\$453,857,985
Total Public and Private Investment	\$599,238,744

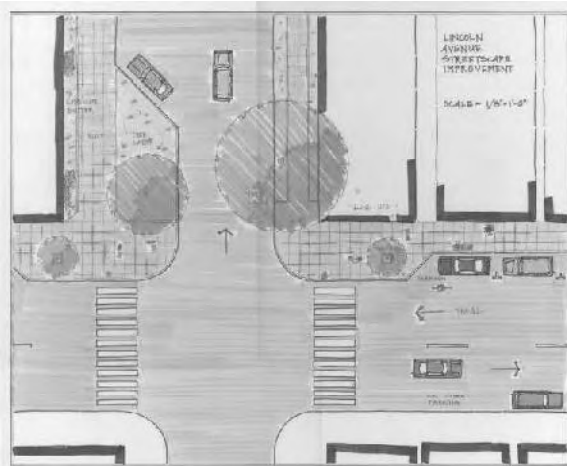
Return on Investment (ROI)

Estimated real estate taxes generated by building rehabilitations and new buildings	\$50,769,095
Estimated state sales taxes generated by new businesses	\$171,570,000
Estimated state income taxes generated by new jobs	\$80,674,542
Return for every state dollar invested through Wisconsin Main Street Program	\$44.54
Return for every local dollar invested through local Main Street organizations	\$10.99
Return for every state and local dollar combined invested through Main Street	\$8.82

Assumptions

- For Rehab Investment and New Building ROI, assume all improvements add to the property tax base at the full value tax rate.
- For New Business ROI, assume each new business generates \$200K/year in revenues and pays 5 percent in state sales tax.
- For New Jobs ROI, assume each new job is 2,080 hours/year and is paid at least \$7.5/hr. and generates 6 percent state income tax.

Lincoln Village: Lincoln Avenue Streetscape Improvement Design Concept



Economic Returns from Main Street Investment

Reinvestment statistics only tell part of the story. Reinvesting serves as a catalyst for additional economic return on investment (ROI).

Property Taxes

Successful revitalization efforts often lead to an increase in downtown property values, which in turn lead to an increase in the property taxes generated by the district. Property values increase through restoration, rehabilitation, and renovation of historic properties; infill construction (new buildings); and the increased income potential of the property based on increased profitability of downtown businesses. Property taxes help fund public services such as city, county and state government; local K-12 school districts; and area technical colleges. For many communities just stopping a history of decreasing property values is an important return.

Increased Sales

Successful revitalization efforts often lead to an increase in the number of businesses downtown and an increase in the volume of sales made by downtown businesses. Real estate professionals who understand the relationship between sales and real estate value know that the highest sales-generating areas command the highest rents and report the highest valued real estate. For many communities just stopping a history of decreasing sales is an important return.

Sales Taxes

Increased sales lead to an increase in the sales taxes generated by the district. Wisconsin collects a 5 percent tax on the sale of goods and services. A portion of the money collected is returned to local governments through the state shared-revenue program. Many counties collect an additional .5 percent tax on the sale of goods and services.

State Employment/Income Tax

Successful revitalization efforts often lead to an increase in the number of employees working downtown which in turn leads to an increase in the state income taxes generated by the Main Street district. State income taxes help fund public services.

Increased Occupancy/Decreased Vacancy

Successful revitalization efforts often lead to an increase in occupancy rate. Filling vacant storefronts results in an increased economic return equal to the rent received by those downtown property owners whose space was filled. Occupancy rates are also very important to real estate professionals. They signify the ability of the market to absorb more space and command increased rents. For many communities just stopping a history of increasing vacancy is an important return.

Increased Rent per Square Foot

Successful revitalization efforts often lead to an increase in the amount of rent downtown property owners are able to receive for their space. As profitability of downtown businesses increases, demand for downtown space will also increase. This demand translates into increased rents per square foot which in turn drive the value of commercial real estate. For many communities just stopping a history of decreasing rents per square foot is an important return.

The Multiplier Effect of Money

Successful revitalization efforts in the Main Street district often lead to economic returns outside the district. The multiplier effect is a basic economic concept that describes how changes in the level of one activity bring further changes in the level of other activities throughout the economy. The multiplier effect is the rationale behind targeted economic development. For example, when a new or expanding business adds an employee to the downtown workforce, that employee spends their paycheck in the community on such items as rent/mortgage, food, etc. which in turn results in economic return by other businesses in and outside the Main Street District.

Increased Traffic

Well-planned investments in image campaigns, special events, retail promotions and tourism result in increased traffic in the Main Street district by both residents and visitors. Savvy businesses can translate this increased traffic into sales. Furthermore, businesses outside the Main Street District can also benefit from increased visitor traffic, particularly lodging establishments, restaurants, and entertainment businesses.

The Four-Point Approach

The National Trust for Historic Preservation established the National Main Street Center (NMSC) in 1980 to assist nationwide downtown revitalization efforts. The Wisconsin Main Street Program is based on the Trust's philosophy, which advocates restoration of the historic character of downtown while pursuing traditional development strategies such as marketing, business recruitment and retention, real estate development, market analysis, and public improvements.

There are no quick fixes for declining downtowns. Success is realized through the comprehensive and incremental approach of the Main Street Program. The four elements that combine to create this well-balanced program are:

Pewaukee: Siepmann Realty-Old Main Street Building



1. Organization

It is very important to build a Main Street framework that is well represented by civic groups, merchants, bankers, citizens, public officials and chambers of commerce. Everyone must work together to renew downtown. A strong organization provides the stability to build and maintain a long-term effort.

2. Promotion

Promotions create excitement downtown. Street festivals, parades, retail events and image development campaigns are some of the ways Main Street encourages consumer traffic in the downtown. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

3. Design

This element works on enhancing the physical vitality of the business district and the potential to attract and keep customers, tenants and investors. Rehabilitated buildings, attractive storefronts, properly designed signage, clean and functional streets and sidewalks all help to create an environment where people want to shop and visit.

4. Economic Restructuring

Analyzing current market forces to develop long-term solutions is the primary focus of this element. Improving the competitiveness of Main Street's traditional merchants, creatively converting vacant space to new uses, and recruiting new complimentary businesses are examples of economic restructuring activities.



Mishicot: Mishicot Historical Museum renovation

The success rate of the four-point approach is greatly enhanced when combined with the NMSC's eight principles:

1. Comprehensive Four Point Approach
2. Incremental Process
3. Quality
4. Public and Private Partnership
5. Changing Attitudes
6. Focus on Existing Assets
7. Self Help Program
8. Action Oriented

ORGANIZATION

The development of a strong organization is key to the success of your downtown revitalization effort. Your organization must build consensus and cooperation among the many groups and individuals who have a stake in the downtown and a role in the revitalization process. This is accomplished in large part by involving volunteers, and the Main Street Approach provides a proven organizational structure within which to direct that involvement.

Your Organization Committee will help develop and mobilize resources to complete successful downtown projects that help your community achieve its vision for the downtown area. Organization Committees focus on three major areas: Volunteer development, fundraising, and public relations. Attention to these three areas helps provide the stability to build and maintain a long-term effort.

Volunteer Development

Main Street Programs are volunteer-driven. Volunteers serve as ties to the entire community, and programs accomplish more with limited funds when they have a good volunteer base. Volunteers help educate the community about the Main Street Program and provide credibility, enthusiasm, and leadership. Main Street Organization Committees should engage in projects that focus on the recruitment, training, and recognition of volunteers.

Volunteer Recruitment & Placement

Each Main Street committee may actively search for volunteers; however, it is the Organization Committee's role to actively

publicize volunteer opportunities, make contacts, and ensure a "good fit" between the program and the volunteer. Main Street organizations find volunteers throughout the community and typically involve downtown property owners, downtown business owners and employees, friends of existing volunteers, members of service organizations with compatible interests, local government employees and elected officials, employees of corporate sponsors, and motivated residents including youth and senior

Effective Ways To Recruit Volunteers:

- Personal contacts
- Media stories
- Want ads
- Newsletter articles
- Brochures
- Volunteer interest cards
- Community presentations

citizens. Individuals volunteer for a number of reasons such as self-interest, altruism, social outlet, and recognition. It is important to know the primary reasons that your volunteers get involved. Develop and maintain a database with information about all of your volunteers. Once a potential volunteer expresses interest, promptly respond to that interest and thoughtfully "place" the volunteer within the organization. Give your volunteers peace of mind by constantly looking for additional volunteer help.

Volunteer Training & Productivity

Volunteers who are "thrown to the wolves" without the necessary orientation and training may feel less comfortable and competent within

your organization and may not stay long. Keeping your volunteers trained and "in the loop" is extremely important. Board and committee officers should receive additional training in how to serve in their new capacities. Create job descriptions for volunteers that clearly define their roles. Develop training sessions and packets of information that not only describe their committee, but the entire Main Street Program.

Contents of Orientation Packets:

- A letter of welcome from the board president
- An organization chart
- A description of each committee
- A work plan and budget
- A job description
- A phone list of committee and board members
- Main Street brochures
- Reprints of publicity
- etc.

Volunteer Recognition

Your Organization Committee should develop a recognition program for volunteers. Thank your volunteers with cards, annual awards, public recognition, and gifts such as t-shirts that are earned for reaching a volunteer hour milestone. Of course that means it is necessary to track the amount of time your volunteers contribute. Promote your volunteers to leadership positions within the organization. An often-overlooked goal of your Organization Committee is to devise and maintain solid

management and administrative principles. Doing a good job in this area is another way of recognizing the value of the time your volunteers are donating. Work to create a positive atmosphere, make volunteer work upbeat and fun, keep promises relating to time commitments, and allow volunteers to rotate on to new projects.

Fundraising

To be successful, Main Street organizations must be well-funded. Money is needed to pay a manager's salary and for other administrative functions, but funds are also needed for specific projects in the downtown area. Broad-based fundraising helps communities develop increased ownership in their respective programs. Fundraising is also a very visible activity and a measure of success. Fundraising is not always a popular undertaking, but with a well-thought-out strategy and a sincere interest by the community in downtown revitalization, you can raise funds to do great things. Two concepts are critical to your fundraising success. 1) A public private partnership – most Main Street organizations receive funds from the both private sector and from local government. 2) Diversity – it is dangerous to rely on a single source of funds.

Sources of Funds

Main Street programs raise funds in a variety of ways. These include:

- Appropriations from Local Government – City and county government are major downtown stakeholders. They receive revenues generated downtown, and they have infrastructure and own property in the downtown. Their employees often work

downtown. Local government will be particularly interested in seeing the return on investment that Main Street has generated in your community.

- Business Improvement Districts – Many Wisconsin Main Street communities use Business Improvement Districts (BIDs) to help fund their programs. Wisconsin Act 184 gives Wisconsin municipalities the power to establish one or more BIDs within their community. A special assessment added to the property tax collected from owners of business properties within the BID contributes to programs aimed at promotion, management, maintenance and development of that district.
- General Appeal/Pledge Drive – The general pledge drive is usually Main Street's dominant source of funds and is certainly not limited to business and property owners within the downtown area. We recommend you start by training a fundraising subcommittee and establishing a fundraising timeline. An early task will be to develop a convincing case statement that summarizes and explains your organization's mission and needs to prospective donors. This case statement will serve as a focused message for your printed materials and your personal contacts. Your packaged product should also include your goals, track record, specific plans, and the people that are involved. Next you should strategically develop a prospect file and a plan for how each prospect will be contacted. Match potential prospects with appropriate Main Street projects, and decide who will make the contact, when, and for what proposed contribution. Have a kickoff party for the pledge drive. Make it fun, and wrap the drive up in three weeks.

- Sponsorships – Some communities seek sponsorships from large corporations, small businesses, and other entities for specific Main Street projects such as special events and facade improvement grant programs. Local corporations and other large employers often understand the benefits of having a healthy downtown to their business. However, they may be more eager to contribute to the revitalization effort when their contribution compliments their own marketing efforts. Serving as a major sponsor for a downtown special event is great advertising. Asking community alumni to contribute to specific downtown projects can also be quite lucrative. Alums love to hear from their hometowns and are often interested in helping preserve and revitalize what they remember about their childhood.
- Grants – Many opportunities exist to apply for grants that fund specific projects related to downtown revitalization such as historic preservation projects, tourism efforts, and business development.
- Events – Main Street programs almost always raise funds with high-traffic special events and events designed specifically to raise money for the Main Street Program.
- Memberships – Some Main Street organizations develop membership campaigns. Packaging benefits of membership is a key to making this type of funding source work.

Public Relations

Main Street Promotion Committees have a clear focus on promoting the downtown, but the efforts of the local Main Street organization need to be touted too. This

responsibility falls to the Organization Committee. Some communities have accomplished great things in their downtowns, but their efforts went largely unnoticed because of a lack of public relations. A community's general knowledge about and enthusiasm for the organization have a tremendous impact on volunteerism, fundraising, and in general, the success of the program.

Media Relations

Developing strong partnerships with local reporters is crucial. Main Street Organization Committees must develop timely press releases and keep the media up-to-date on Main Street projects. Work with local and regional newspaper, radio and television stations to place stories and announcements. Consider regular newspaper columns or radio shows that promote the Main Street effort.

Written Material

Create general brochures, newsletters, annual reports, fact sheets, posters, flyers and other informational pieces to keep downtown businesses, volunteers, and the public informed about your organization's progress. An attractive, well-designed logo is an important part of the corporate image conveyed by these written materials.

Getting Out There!

Inform the public by making customized presentations to local organizations through a Main Street Speaker's Bureau. Promote the program at after hours get-togethers. Make regular visits to downtown businesses and other community leaders. Be visible.

Learning Organization by Example

Below is a list of some of Wisconsin Main Street Communities' favorite Organization Committee projects that they completed between July 2003 and June 2004. They would be proud to share their experience. Contact information for each Main Street Program can be found in the directory on page 26.

Volunteer Development

- *Volunteer Survey, Community Improvement of Algoma*
- *Volunteer Recruitment/Informational Packets, Main Street Portage*
- *Volunteer Staffing of Visitor Center, Richland Main Street Association*
- *Volunteer pre-event Thank You Coupon, Sheboygan Falls Chamber-Main Street*
- *Volunteer Appreciation Camp, Rice Lake Main Street Association*
- *Valentine Volunteer Recognition, Tigerton Main Street*
- *Recognition/thanks in email updates, Platteville Main Street Program*

Fund Raising

- *LVBA "Homework" Project, Lincoln Village-Milwaukee*
- *Many project grants, Community Improvement of Algoma*
- *Development and sale of history book "Green Bay's West Side - The Fort Howard Neighborhood", On Broadway-Green Bay*
- *Pie-Frenzy Auction, Main Street Portage*
- *Annual Peach Sale: \$1,500 raised, Darlington Chamber/Main Street*
- *Ducktona 500 Duck Race & Car Show, Sheboygan Falls Chamber-Main Street*
- *There's Death in Thar Hills-Gala, Positively Pewaukee*
- *Street Dance, Downtown Beloit Association*

- *Prize-winning Pork Luncheon, Blanchardville Community Pride*
- *Petunias Unlimited Banquet, Rice Lake Main Street Association*
- *Stoneware sales featuring old Village Hall image, Tigerton Main Street*
- *Root Beer sales, Platteville Main Street Program*
- *Main Street Mercantile/Yearly Calendar Raffle, Sharon Main Street Assoc.*

Public Relations

- *Main Street Mystery Tour Bus Trip to WI Main Street Awards, Chippewa Falls Main Street, Inc.*
- *Streetscape & Park Dedications, Community Improvement of Algoma*
- *Feature in the Chamber of Commerce Bay Business Journal, On Broadway-Green Bay*
- *Weekly Radio Show, Main Street Portage*
- *Historic Walking Tour Brochure, Sheboygan Falls Chamber-Main Street*
- *The Viroqua Business Showcase at the public school, Viroqua Partners*
- *Platteville Journal column, Platteville Main Street Program*

PROMOTION

The purpose of promotion is to develop, refine, and market a unified, quality image of the downtown as a compelling place to shop, live, work, invest and visit. In other words, promotion gets residents, visitors, shoppers, investors, and new businesses to again see downtown as the center of commerce, culture, and community life.

Promotion Committees work to understand the changing market and appreciate their own downtown's assets. They work to identify a market niche based on the market opportunities and unique assets they've discovered. They strengthen or establish the market niche identified by creating a complimentary set of image campaigns, special events, retail events, and tourism campaigns.

Image campaigns reinforce positive perceptions of the downtown and reduce negative perceptions. Special events generate traffic, activity and positive experiences in the downtown. Retail events generate immediate sales of the goods and services offered downtown. Tourism campaigns bring a regular stream of visitors from outside the community to the downtown. A promotion must drive traffic, drive sales, drive publicity, or drive fundraising. If a promotion doesn't meet one or more of these criteria, don't do it!

Image Campaigns

When it comes to the image residents, visitors, shoppers, investors, and potential new businesses have of your downtown, perception is stronger than reality. For example, it doesn't matter if you have acres of empty parking lots if everyone perceives your downtown as lacking

convenient parking. Because perceptions drive behavior, customers who place emphasis on convenient parking will shop where they perceive more convenient parking to be. An image campaign targeting parking can reduce those negative perceptions through strategies such as improved parking lot signage, parking lot maps, and advertising combined with positive press about the availability of parking.

Seven Steps to Creating an Image

- Identify downtown's assets
- Compile market info
- Interpret data
- Match assets w/niches
- Write a positioning statement
- Develop a strategy
- Design a graphic icon

Well-planned image campaigns consistently accentuate the positives and dispel the negatives. The best image campaigns are based on a thorough understanding of consumer habits and preferences and focus their message on a vision for downtown. Promotion Committees select the most compelling means to communicate that message, coordinate the image campaign with other promotional activities, and distinguish the downtown commercial district from competing districts. Long term success depends on well-designed graphics, events that are creative not necessarily expensive, repeated exposure in a variety of outlets, and time.

Image campaigns include image advertising, image merchandise, media relations, and image building events. Simply communicating the fresh activity, progress, and excitement associated

with implementing the Main Street Four Point Approach often goes a long way toward strengthening the downtown's image and increasing consumer confidence.

Special Events

Special events create reasons for people to come back downtown and foster new behaviors and attitudes. They communicate the idea downtown is more than the sum of businesses and shops, and create a backdrop for ongoing economic development. Special events are not focused on ringing cash registers during the event, although they sometimes have that added benefit. However, special events often lead to future sales when attendees have a positive experience admiring window displays, browsing open shops, and chatting with friendly shopkeepers.

Disney's Keys to a Successful Event:

- Music
- Food
- Overlapping activities
- Appeal to all ages
- Something for free

Promotion Committees should establish regular dialogue with downtown retailers to help plan targeted events with the merchants in mind and to ensure retailers have realistic expectations about the outcomes of each special event. Themes for special events include celebrations of local talent, celebrations of local history, traditional holidays, unique local holidays, and socials. Special events should build on local assets and assets include people. The best

special events use quality graphics, target specific audiences, de-emphasize the commercial nature of downtown, are creative, lighthearted and fun for volunteers as well as visitors.

Retail Events

Retail events focus the community's attention on the commercial aspects of downtown. They should connect potential shoppers with interesting goods and services and

16 Ways to Bring a Promotion to Life

- Start planning your promotion at least 12 months in advance
- Evaluate previous promotions
- Fill a gap in your promotional mix and calendar, set a fixed date
- Compliment other community and regional promotions
- Set and communicate clear goals, expectations
- Match activities with your target audience
- Start small, build on success
- Stress quality
- Do a flexible checklist and work plan
- Include merchants and other willing partners early and often
- Involve many volunteers, delegate responsibility
- Ensure funding
- Get the necessary permits and insurance
- Work with the media, promote the promotion
- Document the promotion, TAKE PICTURES! keep receipts
- Evaluate the promotion

increase trade. Traditional sidewalk sales come to mind, but "Maxwell Street Days" isn't always the answer, particularly in downtowns with a low retail density. Christmas retail events also receive a lot of attention, but communities face direct competition in this area.

The best retail events are tailored to the local business mix or market niche, and build on competitive advantages such as convenience, service, familiarity, or exclusiveness. There are three categories of retail events. Cooperative promotions "sell" businesses in the same category and take advantage of the consumer's desire to comparison shop. Cross-retail promotions "sell" businesses with complimentary goods or services. Niche promotions "sell" to a specific consumer group rather than focus on the product or service mix. The keys to successful image campaigns and special events pertain to retail events too. Plan retail events near peak sales times so that customers who are in the mood to buy will buy downtown. Beware poor retail image. Use quality graphics within advertising and within stores, include activities for all ages, and have something for free.

Tourism Campaigns

For many communities, tourism is their primary export industry or means for generating income from outside the community. Historic downtowns are a natural tourist destination and nationally, vacations are getting shorter and closer to home. Tourist dollars turn over 4-10 times before leaving town. Promotion Committees often devote special attention to tourism campaigns because they are aimed at customers outside the downtown's primary trade area. Typical tourism projects include walking and driving tours, regional advertising, and coffee table books.

Evaluating Promotions

Remember, if a promotion doesn't drive traffic, drive sales, drive publicity, or drive fundraising, don't do it! Sometimes you won't know if your promotion meets one or more of these criteria until after the fact, and even then only if you apply a formal evaluation process. What was the attendance? To what extent did the promotion contribute to the program's mission? Was the end result worth the amount invested? What was the level of both merchant and customer satisfaction? The first step to knowing if your promotion achieved its goal(s) is to have specified goals in the first place.

Learning Promotion by Example

Below is a list of some of Wisconsin Main Street Communities' favorite Promotion Committee projects that they completed between July 2003 and June 2004. They would be proud to share their experience. Contact information for each Main Street Program can be found in the directory on page 26.

Image Campaigns

- *Lincoln Village Business Directory, Lincoln Village-Milwaukee*
- *Image Logo Banners, Community Improvement of Algoma*
- *Storefront Parade Float, Main Street Portage*
- *Cable Ads for businesses, Richland Main Street Association*
- *Image Ad published, Sheboygan Falls Chamber-Main Street*
- *Mishicot Area Map and Business Guide, MAGIC-Mishicot*
- *ArtWALK, Downtown Beloit Association*
- *Race to Reveal Rice Lake Secrets, Rice Lake Main Street Association*

- *Christmas Light-up, Tigerton Main Street*
- *River District Downtown Wausau-Upstream from the Ordinary, Main Street Wausau*
- *Platteville Main Street Root Beer, Platteville Main Street Program*
- *5 piece (5 year) “Sharon” Pottery Collection Campaign, Sharon Main Street Assoc.*

Special Events

- *Gardening & Landscaping Booths & Silent Auction added to Boat Swap & Outdoor Extravaganza, Chippewa Falls Main Street, Inc.*
- *Tour de Dome, Lincoln Village-Milwaukee*
- *Christmas in the City, Community Improvement of Algoma*
- *Taste of Green Bay on Broadway, On Broadway-Green Bay*
- *St. Croix Valley All American Soap Box Derby, Osceola*
- *Living Windows, Main Street Portage*
- *Center Color Fiesta, Richland Main Street Association*
- *Main Street Memories Placemat, Sheboygan Falls Chamber-Main Street*
- *Main Street Farmers' Market, Viroqua Partners*
- *Riverfest, Main Street Waupaca*
- *Pumpkin Fest, MAGIC-Mishicot*
- *Farmers' Market, Downtown Beloit Association*
- *Father's Day Chicken Barbeque, Blanchardville Community Pride*
- *Classic Car Show-off Outdoor Movie, Rice Lake Main Street Association*
- *4th of July Block Party, Tigerton Main Street*
- *Hot Air Balloon Rally and Glow/Chalk It Up Wausau Weekend, Main Street Wausau*
- *Hometowne Holiday Festival, Platteville Main Street Program*
- *Victorian Christmas and Model A Day, Sharon Main Street Assoc.*

Retail Events

- *Walk the Avenue Scavenger Hunt, Lincoln Village-Milwaukee*

- *Construction Bucks Promotion, Community Improvement of Algoma*
- *Winterfest on Broadway, On Broadway-Green Bay*
- *Festival of Flowers, Main Street Portage*
- *Our Town, Darlington Chamber/Main Street*
- *Home Building & Improvement Show, Richland Main Street Association*
- *Main Street Memories, Sheboygan Falls Chamber-Main Street*
- *Halloween Fun Fest, Positively Pewaukee*
- *Celebrate Weekend's Sidewalk Sale, Downtown Beloit Association*
- *Cash Night, Tigerton Main Street*
- *Hot Air Hot Savings-sidewalk sale during Hot Air Balloon Rally, Main Street Wausau*
- *Holiday Cookie Walk, Platteville Main Street Program*

Tourism Campaigns

- *Lincoln Village Cultural Tours, Lincoln Village-Milwaukee*
- *Wet Whistle Wine Fest-JEM Grant, Community Improvement of Algoma*
- *Community Cable Ads, Richland Main Street Association*
- *PGA Championship promotions, Sheboygan Falls Chamber-Main Street*
- *The Amish & The Main Street Farmers' Market, Viroqua Partners*
- *Farmers' Market relocation & enhancement, Platteville Main Street Program*

DESIGN

Design preserves and enhances the visual appearance and physical vitality of the downtown. No historic downtown is exactly the same as another, and by preserving and restoring this unique sense of place, downtown can set itself apart from the competition and attract new tenants, customers, and investors.

Design Committees educate building owners and the public about good design. They promote and lend a hand to attractive and historically-sensitive building improvements. They participate in the improvement and creation of public facilities. They assist with the creation of appropriate private and public signage. They encourage the use of attractive and creative visual merchandising techniques. They advocate a logical course of historic preservation planning. Progress in these areas will have spin-off benefits for the Promotion and Economic Restructuring Committees by improving the image of downtown, providing better spaces for events, increasing the value of occupied spaces and improving the marketability of vacant spaces.

Building Improvements

Downtown buildings contend with disinvestment, deterioration, inappropriate alterations, and in some cases, demolition. Design Committee volunteers spread the word that, more often than not, the cost of restoring an existing historic building is far less than constructing a new building of similar quality.

While Design Committees offer property owners advice and develop design guidelines, they are not in the business of telling property owners what to do with their buildings. The

Design Committee promotes building improvements ranging from building cleaning and maintenance to complete restorations by providing free design assistance and by offering financial incentives such as facade improvement grants and low interest loans. Some Design Committees have even gone so far as lending a hand to downtown building improvement projects by coordinating volunteer labor, although thought should be given to risk of liability.

Downtowns were built over a number of years and across different eras. As a result, the buildings are of many different architectural styles. Main Street's goal is not to transform the downtown to look like it was built in one period or one style, but to build from the best of the past. This means taking steps to return each building back to its own inherent style, proportions, materials, and character. It often takes incremental building improvements downtown for people to notice change, and only then will they be motivated to make improvements themselves.

In addition to attractive and historically-sensitive building improvements, Design Committees help ensure that new construction fits within the context of its historic surroundings. By proposing guidelines regarding height, width, setback, composition, and rhythm, Design Committees enable new construction to be compatible with the surrounding architecture, yet still look like it was built today. By adhering to these guidelines, new construction fits in, but does not mimic the adjacent historic buildings, and thus does not jeopardize their historic integrity.

Public Improvements

Public improvements include any and all public utilities, streets, parking lots, curbs, gutters, sidewalks, vegetation, lighting, benches, trash receptacles, and other streetscape and pedestrian amenities. Design Committees participate in the improvement and creation of public facilities by working with the municipality to plan large improvements and by taking responsibility for small, yet still important, improvements.

When the local municipality is willing to invest in the downtown, many building owners are more eager to make improvements to their own properties. This is why public improvements are so important, and why most Design Committees undertake some sort of visible streetscape improvement.

Public improvements must be designed to relate with the surrounding architecture, and Design Committees are a great resource to help this happen. Design Committees also work to make the downtown more pedestrian-friendly. This means better space for pedestrians and a far more inviting and useable atmosphere for potential customers. Projects can be as grand as narrowing streets and widening sidewalks or as modest as planting flowers.

Downtown businesses need parking, and Design Committees will often be faced with business owners' desire for more parking. However, in most instances, it is the management of existing parking lots, not the creation of new spaces, that needs attention. Parking solutions are often as simple as making sure the public understands the existing parking system and uses it to its fullest potential.

Signage and Awnings

Signs downtown reflect an image, for better or worse, of the quantity and quality of goods and services available downtown. There are many appropriate types of signs found on Main Street including projecting signs, flush-mounted signs, freestanding signs, window signs, and even neon signs. Design Committees assist with the creation of appropriate private and public signage by offering free design assistance and financial incentives such as sign grants. They often set an example for quality through professional signage and awnings for their own offices or buildings. Some Design Committees have even gone so far as investing their own volunteer and financial resources into the creation of public signage such as wayfinding or directional signage.

Properly-designed signs have many things in common, no matter what type. All should be well-proportioned to the building and well-positioned on the building. All should be designed to reflect the character of both the business and the building. All should be simple in design, without a lot of unnecessary text. Too much information on a sign will make it hard to read. Design Committees often develop sign design guidelines just like they do for building improvements and new buildings.

Visual Merchandising

Visual Merchandising deals with the display areas both inside the store and at the display windows. Similar to signs, this aspect also reflects an image of the quantity and quality of goods and services available downtown. Design Committees encourage business owners to follow a few simple principles for effective

interior and window displays. These principles are as follows:

- **Attract Attention** – Properly designed window displays help to merge the sidewalk and the store interior, and create pedestrian awareness and interest in the products or services inside. Properly designed interior displays draw attention to the products for sale.
- **Keep it Simple** – The average person will make the decision on whether to enter a store in less than 3 seconds. It is important that all displays be free of too much information or clutter.
- **Change Displays Frequently** – Displays should be changed at least once per month and before each holiday and special event. This will prevent people from becoming too familiar with a particular display, which causes them to not even notice it anymore.
- **Use Color, Pattern and Light** – Each of these are essential in attracting attention. Lighting can be used to highlight important aspects of a display. In addition, it is always recommended that window display lights be left on even after hours to catch the attention of people downtown at night.
- **Maintenance** – This is perhaps the most important principle, but is often overlooked. Incredibly, many business owners have no idea what the front of their store looks like because they park and enter in the rear, and seldom step out front. It is important that window displays be spotlessly clean. Cobwebs, dirt, dead bugs, etc. should be cleaned, cracked glass should be repaired, and non-working light bulbs should be replaced. This should be done as part of the

normal cleaning routine that includes interior displays.

Historic Preservation Planning

Communities large and small utilize various historic preservation planning tools to bolster downtown revitalization efforts. Typical preservation tools used locally include design guidelines, design review, historic preservation ordinances, sign ordinances, local historic designations, and comprehensive plans. State and national preservation tools include rehabilitation tax credits, state and national registers of historic places, and historic building codes. Design Committees work to establish any missing local preservation tools, and too promote the availability of all tools.

These tools ensure that new developments, building improvements, and signage fit within the context of their historic surroundings. They also act as an incentive for investment in historic areas, such as the downtown.

Learning Design by Example

Below is a list of some of Wisconsin Main Street Communities' favorite Design Committee projects that they completed between July 2003 and June 2004. They would be proud to share their experience. Contact information for each Main Street Program can be found in the directory on page 26.

Building Improvements

- *Korger Block Historic District infill, Chippewa Falls Main Street, Inc.*
- *Lincoln Theater restoration, Lincoln Village-Milwaukee*
- *Clay on Steele Pottery Gallery interior renovation, Community Improvement of Algoma*
- *New infill development-111 N. Broadway, On Broadway-Green Bay*
- *Darlington Chamber/Main Street Building Renovation-439 Main Street, Darlington Chamber/Main Street*
- *Revolving Loan Program for Building Maintenance, Sheboygan Falls Chamber-Main Street*
- *Main Street Station-adaptive reuse of former Buick garage, Viroqua Partners*
- *Jens Hensen Carriage Shop Building restoration-Terry Martin, Main Street Waupaca*
- *Mishicot Museum renovation, MAGIC-Mishicot*
- *Ghost Signs Revealed with Siding Removal-La Casa Grande Building, Downtown Beloit Association*
- *Captain's Cove handicap accessibility, Platteville Main Street Program*

Public Improvements

- *Main Street Bicycle Trail Amenities & Fundraising Plan, Chippewa Falls Main Street, Inc.*
- *Pedestrian Level Harp Lights, Lincoln Village-Milwaukee*
- *Harbor Walkway Project-Richmond Park, Community Improvement of Algoma*
- *New "Broadway District" street signs, On Broadway-Green Bay*
- *Planters with Flowers & Christmas Trees, Sheboygan Falls Chamber-Main Street*
- *The Viroqua Partners "Information Kiosk"-Eagle Scout project, Viroqua Partners*
- *Riverview Park and Pedestrian Ramp, Main Street Waupaca*
- *Community Garden, Blanchardville Community Pride*

- *Jefferson Street Corridor improvement, Main Street Wausau*
- *Streetlight Campaign, Platteville Main Street Program*
- *Streetscape and Streetlight Campaign, Sharon Main Street Assoc.*

Signage and Awnings

- *New awnings for Naegele Awning Co. building, Lincoln Village-Milwaukee*
- *Gateway Arches & Wayfinding Signs, Community Improvement of Algoma*
- *Awarded nine signage and awning grants, On Broadway-Green Bay*
- *Expanded Sign Grant Program, Sheboygan Falls Chamber-Main Street*
- *Retro Motorsports awning and signage, MAGIC-Mishicot*
- *Main Street Wausau Sign Grant Program, Main Street Wausau*

Visual Merchandising

- *Visual Merchandising Workshop (Lyn Falk), Community Improvement of Algoma*
- *Days of Yore window displays, Main Street Portage*
- *“Sharon, The Town That Time Forgot” - Newspaper Campaign, Sharon Main Street Assoc.*

Historic Preservation Planning

- *Donated Portage Daily Register Building, Main Street Portage*
- *Historic Algoma Walking Tour (introduced during Historic Preservation Week), Community Improvement of Algoma*
- *Empowering Chamber/Main Street Program with Main Street district building and sign permit review, Darlington Chamber/Main Street*
- *Listing downtown Viroqua in the National and State Registers of Historic Places, Viroqua Partners*
- *Old Village Hall restoration and fund raising campaign, Tigerton Main Street*
- *Achieved Certified Local Government Status, Platteville Main Street Program*

ECONOMIC RESTRUCTURING

The purpose of economic restructuring is to fine-tune, or restructure, a downtown economy that is not running on all cylinders. The goal is to help downtown businesses identify demand for goods and services and capture sales opportunities. Those increased sales will help the downtown support higher rents, which in turn will increase the value of downtown property.

Economic Restructuring Committees learn about the district’s current economic condition, identify opportunities for market growth, monitor and report the economic performance of the district. They strengthen existing businesses, recruit complementary ones, and find new economic uses for traditional Main Street buildings. They develop financial incentives and capital for building rehabilitations and business development. In short, they work to develop a market strategy that will result in an improved business mix, a stronger tax base, and increased investor confidence.

Market Analysis and Monitoring

In layman’s terms a downtown market analysis is the process of documenting details about the downtown’s current condition, exploring changes occurring in the marketplace, verifying what consumers want from downtown, discovering what businesses the downtown market will support, and creating a downtown business development strategy. Economic Restructuring Committee volunteers inventory downtown businesses and buildings, survey

consumers and business owners, write a downtown market profile, and weigh the supply of various business categories against the demand for those business categories. Market analysis is as much art as science. While data will help the Economic Restructuring Committee and downtown businesses make more educated guesses about which opportunities to pursue, creativity, vision and values are equally important.

Market analysis will also provide valuable information to Main Street’s other committees. The Promotion Committee can use market analysis results to identify a market niche and target specific promotions at specific customers. The Design Committee can use market analysis results to plan specific design projects to influence specific consumer behavior. The Organization Committee can use the market analysis process as a public relations vehicle.

Related to market analysis, and an often neglected responsibility of Economic Restructuring Committees, is monitoring economic performance within the Main Street district. The market analysis, and even the original Main Street application, serves as base-line data. The ongoing task is to track and record information on changes, and to measure and report annual performance.

Strengthen Existing Businesses

Once the Economic Restructuring Committee has a detailed picture of the downtown’s economy, it shapes a business retention and expansion campaign that includes providing assistance and training to existing businesses. It is more efficient to retain than to recruit. The majority of a community’s job

growth or loss stems from the success or failure of its existing businesses. Through an attentive strategy to local businesses, you can retain your existing business base, while facilitating and encouraging its growth.

The key is to demonstrate a pro-business attitude. The Economic Restructuring Committee will benefit from their efforts to strengthen existing businesses when they begin to proactively recruit complementary businesses. Potential new businesses almost always have conversations with existing businesses to learn about the local business climate. If they hear positive testimonials about support for local businesses, they will be more receptive to efforts to recruit them.

Tips for Keeping Businesses Happy

- Listen and share (communicate)
- Help them increase their profits
- Help reduce disincentives (solve business problems)
- Provide incentives
- Facilitate transfer of ownership

Recruit Complementary Businesses

The next step is to shape a recruitment campaign to compliment existing businesses and buildings downtown. Recruitment targets businesses that people want and that the market will support. With their market analysis in hand, the Economic Restructuring Committee has a better chance of bringing business prospects downtown.

Generating Recruitment Leads

- Expansion of existing businesses
- Community visits
- Trade associations, trade shows
- Sales representatives
- Home businesses and cottage industries
- Store managers
- Entrepreneur workshops
- Retail Lease Trac

In the same way strengthening existing businesses helps when recruiting complementary businesses, strategic recruitment helps strengthen existing businesses. The key word is complementary. By recruiting businesses that enhance the downtown business mix and fit with or create business clusters, the Economic Restructuring Committee will increase foot traffic and spin off customers to existing businesses. Recruiting entertainment and civic uses can have a similar positive affect.

Clustering Businesses

- Traffic generators
- Compatible cluster - unrelated products
 - *Demographic clusters- age, income, lifestyle*
- Complementary clusters - related products
 - *FIRE - finance, insurance, real estate*
- Competitive clusters - same products
 - *Comparison shopping - clothing, jewelry, restaurants*
- Convenience clusters - convenience products
 - *Neighborhood shopping - gas, food, drugs*

Real estate development is a combination of business recruitment and building improvement. Economic Restructuring Committees will often work with Design Committees to accomplish the shared goal of adaptively reusing underutilized downtown buildings. It takes steps along both fronts to get these larger projects off the ground. Real estate development can also include infill construction of new buildings and developing upper floor housing, upper floor offices, and small-scale industry. It may take an initial effort to revise local comprehensive plans or zoning ordinances to allow for the desired real estate development.

Financial Incentives and Capital

Most Economic Restructuring Committees include volunteers with talent and experience in developing financial incentives and capital. For this reason, they often provide this service to Design Committees looking to develop incentives for building and sign improvements. The list of Economic Restructuring projects in this area include developing matching grant programs for both façades and signs, low-interest revolving loan funds, rent assistance, free or below cost land, and small specialty training grants to keep businesses up to date in their sector. Another popular project is to develop brochures to promote the financial incentives created and other resources such as Investment Tax Credits and Enterprise Zones.

Learning Economic Restructuring by Example

Below is a list of some of Wisconsin Main Street Communities' favorite Economic Restructuring Committee projects that they completed between July 2003 and June 2004. They would be proud to share their experience. Contact information for each Main Street Program can be found in the directory on page 26.

Market Analysis

- *Internet Property Database, Lincoln Village-Milwaukee*
- *Downtown Market Profile (2000 census updating), Community Improvement of Algoma*
- *Conducted three pronged Market Analysis, On Broadway-Green Bay*
- *Platteville Fact Sheet, Platteville Main Street Program*

Strengthen Existing Businesses

- *Korger's Decorating expansion to Fine Furniture, Chippewa Falls Main Street, Inc.*
- *Visual Merchandising Workshop, Community Improvement of Algoma*
- *Monthly business meetings, On Broadway-Green Bay*
- *The Viroqua Bypass Alliance Pilot Project-spearheaded by Lt. Governor Lawton, Viroqua Partners*
- *Shop Local Campaign-Tiger Bucks, Tigerton Main Street*
- *Mentoring Program, Platteville Main Street Program*

Recruit Complementary Businesses

- *Durango Western Wear, Lincoln Village-Milwaukee*
- *Beerntsen's Candies added an ice cream shop, On Broadway-Green Bay*

- *Rich's Landmark at the Historic (upscale downtown dining), Main Street Portage*
- *Wine Shop/Coffee Shop, Platteville Main Street Program*

Financial Incentives and Capital

- *Utilization of the Milwaukee Facade Grant Program, Lincoln Village-Milwaukee*
- *Sign Grant Program (24 to date), Community Improvement of Algoma*
- *Developed a facade grant, On Broadway-Green Bay*
- *HUD Grant to Develop Downtown Community, Main Street Portage*
- *Mishicot Main Street Grant Program for Exterior Improvements, MAGIC-Mishicot*
- *Matching Sign Grant Program-Facade Low Interest Loan Pool, Rice Lake Main Street Association*
- *Revolving Loan Fund, Tigerton Main Street*
- *CDE Certification, Platteville Main Street Program*

Wisconsin Main Street Community Reinvestment Statistics: July 2003 to June 2004

Community	Public Improvements	Public Investment	Building Rehabilitations	Private Investment	New Buildings	Private Investment	Buildings Sold	Amount of Purchase
Algoma	2	\$82,102	16	\$176,533	1	\$55,000	1	\$60,000
Beloit	4	\$12,750	12	\$658,505	0	\$0	4	\$200,000
Black River Falls	0	\$0	1	\$3,000	0	\$0	2	\$73,000
Blanchardville	2	\$600	2	\$27,500	0	\$0	0	\$0
Chippewa Falls	4	\$527,000	3	\$31,000	1	\$1,600,000	5	\$512,000
Columbus	0	\$0	4	\$106,500	0	\$0	4	\$375,000
Crandon	0	\$0	6	\$60,000	0	\$0	0	\$0
Darlington	3	\$2,700	10	\$57,200	0	\$0	3	\$170,000
De Pere	0	\$0	12	\$101,435	1	\$4,100,000	1	\$315,000
Eagle River	2	\$48,900	25	\$177,590	4	\$289,348	3	\$695,000
Gillett	0	\$0	0	\$0	0	\$0	1	\$47,500
Green Bay	3	\$59,250	12	\$656,510	1	\$850,000	4	\$220,000
Lincoln Village	1	\$1,100,000	25	\$763,000	1	\$45,000	7	\$720,000
Marshfield	4	\$2,295,000	3	\$163,000	1	\$60,000	7	\$1,942,100
Mishicot	1	\$16,000	9	\$68,200	0	\$0	2	\$170,000
Osceola	3	\$842,700	1	\$1,000	1	\$633,392	1	\$120,000
Pewaukee	0	\$0	5	\$18,000	0	\$0	0	\$0
Platteville	4	\$71,734	33	\$329,512	1	\$1,900	5	\$909,000
Portage	2	\$4,925	9	\$309,800	1	\$100,000	10	\$917,500
Rice Lake	0	\$0	16	\$110,095	0	\$0	3	\$365,000
Richland Center	1	\$20,000	4	\$2,585	0	\$0	1	\$0
Ripon	0	\$0	1	\$600,000	0	\$0	7	\$933,000
Sharon	4	\$40,080	9	\$67,580	0	\$0	2	\$0
Sheboygan Falls	2	\$750	10	\$97,300	1	\$50,000	0	\$0
Sturgeon Bay	0	\$0	1	\$270,000	0	\$0	0	\$0
Tigerton	11	\$8,225	1	\$27,000	1	\$10,000	0	\$0
Two Rivers	1	\$0	5	\$51,309	0	\$0	0	\$0
Viroqua	1	\$1,013	5	\$1,300,250	2	\$1,104,000	0	\$0
Watertown	0	\$0	5	\$31,500	0	\$0	0	\$0
Waupaca	3	\$526,500	15	\$177,318	0	\$0	2	\$195,000
Wausau	1	\$19,000,000	24	\$2,316,500	4	\$21,300,000	4	\$1,060,000
West Allis	3	\$908,726	19	\$582,578	0	\$0	12	\$3,183,000
West Bend	17	\$115,121	29	\$414,447	0	\$0	9	\$1,603,000
Totals	79	\$25,684,077	332	\$9,756,747	21	\$30,198,640	100	\$14,785,100

Community	Housing Units	New Businesses	Business Expansions	Total New Jobs	Total Private Investment	Total Public & Private Investment
Algoma	0	9	3	12	\$291,533	\$373,635
Beloit	0	10	0	39	\$858,505	\$871,255
Black River Falls	0	0	0	0	\$76,000	\$76,000
Blanchardville	0	2	0	3	\$27,500	\$28,100
Chippewa Falls	2	23	5	38	\$2,143,000	\$2,670,000
Columbus	0	4	0	6.5	\$481,500	\$481,500
Crandon	3	3	1	7	\$60,000	\$60,000
Darlington	0	5	1	31	\$227,200	\$229,900
De Pere	0	7	0	26	\$4,516,435	\$4,516,435
Eagle River	0	1	1	7	\$1,161,938	\$1,210,838
Gillett	0	2	1	3	\$47,500	\$47,500
Green Bay	1	5	3	63	\$1,726,510	\$1,785,760
Lincoln Village	11	11	2	39	\$1,528,000	\$2,628,000
Marshfield	0	19	3	53	\$2,165,100	\$4,460,100
Mishicot	0	4	3	4.75	\$238,200	\$254,200
Osceola	0	3	1	6	\$754,392	\$1,597,092
Pewaukee	0	6	1	30	\$18,000	\$18,000
Platteville	0	8	2	23	\$1,240,412	\$1,312,146
Portage	2	9	0	20	\$1,327,300	\$1,332,225
Rice Lake	0	8	2	18	\$475,095	\$475,095
Richland Center	0	6	1	9	\$2,585	\$22,585
Ripon	0	3	0	3	\$1,533,000	\$1,533,000
Sharon	2	3	1	0	\$67,580	\$107,660
Sheboygan Falls	1	3	1	5	\$147,300	\$148,050
Sturgeon Bay	0	7	0	132	\$270,000	\$270,000
Tigerton	1	1	0	1	\$37,000	\$45,225
Two Rivers	0	2	0	2	\$51,309	\$51,309
Viroqua	0	13	1	43	\$2,404,250	\$2,405,263
Watertown	0	1	0	4	\$31,500	\$31,500
Waupaca	0	4	3	9.5	\$372,318	\$898,818
Wausau	6	10	0	394	\$24,676,500	\$43,676,500
West Allis	0	12	4	26	\$3,765,578	\$4,674,304
West Bend	2	10	1	52	\$2,017,447	\$2,132,568
Totals	31	214	41	1109.75	\$54,740,487	\$80,424,565

Wisconsin Main Street Awards

Best Public-Private Partnership in Downtown Revitalization

Winner: Chippewa Falls
City of Chippewa Falls and Chippewa Falls Main Street

Honorable Mention: Gillett
University of Wisconsin-Green Bay Career Services and Revitalize Gillett, Inc.

Best Program Planning

Winner: Tigerton
Tigerton Main Street Organization Committee

Best Creative Fund Raising Effort

Winner: Rice Lake
Rice Lake Main Street Association Petunias Unlimited

Honorable Mention: Pewaukee
Positively Pewaukee 2003 Gala Committee

Best Volunteer Program/Project

Winner: Tigerton
Tigerton Main Street Program Promotion Committee

Best Downtown Retail Event

Winner: Marshfield
Elvis Stroll on the Avenue and Classic Car Show Main Street Marshfield

Honorable Mention: Green Bay
Pumpkin-Palooza on Broadway On Broadway, Inc.

Best Downtown Special Event

Winner: West Bend
Hog Wild Street Dance
Downtown West Bend Association

Honorable Mention: West Bend
Farmers Market
Downtown West Bend Association

Best Promotional Item

Winner: Black River Falls
Organization Committee: 2003 Business Directory
Black River Falls Downtown Association

Honorable Mention: Platteville
Organization Committee: Main Street Root Beer
Platteville Main Street Program

Honorable Mention: Green Bay
WWW.ONBROADWAY.ORG
On Broadway, Inc.

Honorable Mention: Waupaca
“Mainstream-The Shops of Downtown”
Waupaca Main Street

Best Cultural Preservation Project

Winner: Green Bay
Green Bay’s West Side: The Fort Howard Neighborhood; Gail Ives
On Broadway, Inc.

Best Historic Restoration Project

Winner: Algoma
Mathew Melchoir Building - 1894
Jim & Lynn Truckey, owners

Best Façade Rehabilitation Under \$7,500

Winner: Columbus
Todd Frey: Colonial Carriage Works

Honorable Mention: Rice Lake
Thyme Worn Treasures
Tonja & Dennis Jerman, owners

Best Façade Rehabilitation Over \$7,500

Winner: Sheboygan Falls
101 Pine Street, Neil Eigenberger and Jennifer Lehrke

Honorable Mention: Columbus
CDDC/Main Street, The Popcorn Station

Honorable Mention: De Pere
Marc Brummel, The National Bank Building

Best Interior Renovation Project

Winner: Eagle River
Soda Pops: Jason Meinholz, owner

Best New Building Project

Winner: Wausau
Glenn and Jolene Lucci

Best Downtown Public Improvement Project

Winner: Waupaca
Riverview Park Project: Phase I

Best Downtown Business Development Program

Winner: Two Rivers
Two Rivers Main Street
NxLevel Entrepreneurs Course

Honorable Mention: Gillett
“Grow It - Make It - Market” Conference
Revitalize Gillett, Inc.

Best New Downtown Business

Winner: Platteville
Badger Brothers Coffee and Internet Café

Honorable Mention: Marshfield
Whey Cool Café and Chocolate Factory
D.J. Anderson and Janet Wisnefske

Honorable Mention: Eagle River
Soda Pops: Jason Meinholz, Owner

Best Adaptive Reuse Project

Winner: Marshfield
Bridget O’Brien and Mark Nelson
Chestnut Avenue Center for the Arts

Best Real Estate Development Project

Winner: *Pewaukee*
Siepmann Realty: Old Main Street Building

Recognition for Historic Preservation Planning

Winner: *Marshfield*
City of Marshfield
Certified Local Government Status

Winner: *Platteville*
Joe Carroll, Community Development Director
City of Platteville Historic Preservation Commission
Certified Local Government Status

Main Street Achievement Awards

*For completing 5 years of intensive training in Main
Street Approach*

Downtown West Bend Association
Platteville Main Street Program, Inc.
Eagle River Revitalization Program

2003 Main Street Spirit Award

Chippewa Falls Main Street Program

2003 Volunteers of the Year

Algoma, Bob & Jane Kuhn
Beloit, Sharon Burnett
Black River Falls, Lu Schneider
Blanchardville, Donald “Woody” Alan
Chippewa Falls, Dave Kuhn
Columbus, Heidi Poser
Crandon, Clare Russell
Darlington, Audrey Aylesworth
De Pere, Kathy Kolanchick
Eagle River, Nancy Berg
Green Bay, Promotions Management, Inc.
Lincoln Village (Milwaukee), Jim Hishmeh
Marshfield, Strategic Committee
Mishicot, Jen Wegner
Pewaukee, Lori Callen
Platteville, Nekole and Dan Frommelt
Richland Center, Debbie Shields
Rice Lake, Larry Sharp
Sharon, Ray Ennis
Sheboygan Falls, Mari LeRoy
Sturgeon Bay, James Murphy
Tigerton, Leota Bennett
Two Rivers, Rick Inman
Viroqua, Margaret Severson
Waupaca, Paulett Mayou
Wausau, Theresa Shepherd
West Bend, Dan Martin

2003 Honorary Captain

Gillett, Heather Fifield

2003 Honorary Board of Directors

Algoma, Deb Polster
Beloit, Todd Colling
Blanchardville, Ken Hulet
Chippewa Falls, Fred Kuss
Crandon, Linda Kau
Darlington, Kay Wang
De Pere, Nancy Friebe
Eagle River, Paula Hendrickson
Gillett, Dave Pelow
Green Bay, Jim Lemke
Marshfield, Dave La Fontaine
Mishicot, Jim Sustman
Pewaukee, Dennis Smith
Platteville, Bob Metzger
Rice Lake, Eric Thoreson
Richland Center, Ward McDonald
Sharon, Virginia Harvey
Sheboygan Falls, Dr. Christine Tempas, D.D.S.
Sturgeon Bay, Mark Jinkins
Tigerton, Marie Tauferner
Two Rivers, Colleen Inman
Viroqua, John Iverson
Waupaca, Paul Mayou
Wausau, Mr. Joseph Mella
West Bend, Jon T. Lange

2003 Honorary Chairperson

Columbus, Bernetta Mather

Main Street Directory

as of January, 2005

Community Improvement of Algoma
Michael Glime
308 Steele Street
PO Box 3
Algoma, WI 54201
(920) 487-5498, Fax: (920) 487-5499
E-mail: ciofa@itol.com

Downtown Beloit Association
400 East Grand Avenue, Suite 308
Beloit, WI 53511
(608) 365-0150, Fax: (608) 365-9170
E-mail: kathleen@downtownbeloit.com
Web Site: <http://www.downtownbeloit.com>

Blanchardville Community Pride, Inc.
Christine Hulet
208 Mason Street
PO Box 52
Blanchardville, WI 53516
(608) 523-2274, Fax: (608) 523-4321
E-mail: bcpi@blanchardville.com
Web Site: <http://www.blanchardville.com>

Chippewa Falls Main Street, Inc.
Jim Schuh
10 South Bridge Street, Suite 1
Chippewa Falls, WI 54729-2812
(715) 723-6661, Fax: (715) 720-4882
E-mail: jimschuh@chippewafallsmainst.org
Web Site: <http://www.chippewafallsmainst.org>

Columbus Main Street
Nancy Osterhaus
121 S. Ludington Street
PO Box 23
Columbus, WI 53925
(920) 623-5325, Fax: (920) 623-5106
E-mail: info@columbusMainStreet.org
Web Site: <http://www.ColumbusMainStreet.org>

Crandon Main Street
Gary Cyrus
103 West Washington Street
PO Box 536
Crandon, WI 54520
(715) 478-4242, Fax: (715) 478-3450

Darlington Chamber/Main Street
Amy Charles
439 Main Street Ste B
Darlington, WI 53530
(608) 776-3067, Fax: (608) 776-3067
E-mail: dtommain@mhtc.net
Web Site: <http://www.darlingtonwi.org>

De Pere Area Business Alliance
Jerilyn Schad
441 Main Avenue
PO Box 5142
DePere, WI 54115-0311
(920) 338-0000, Fax: (920) 338-1833
E-mail: jschad@deperewi.org
Web Site: <http://www.deperewi.org>

Eagle River Revitalization Program
Rita Fritz
525 East Maple Street
PO Box 2302
Eagle River, WI 54521
(715) 477-0645, Fax: (715) 477-0614
E-mail: errp@nnex.net
Web Site: <http://www.eaglerivermainstreet.org>

Downtown Fond du Lac Partnership
Terri Fleming
207 North Main Street
Fond du Lac, WI 54935-3460
(920) 921-9500, Fax: (920) 921-9559
E-mail: terrif@fdlac.com
Web Site: <http://www.fdlac.com/downtown>

Revitalize Gillett, Inc.
Wayne Strei
117 East Main Street
PO Box 304
Gillett, WI 54124
(920) 855-1414, Fax: (920) 855-1451
E-mail: wayne@revitalizegillett.org
Web Site: <http://www.revitalizegillett.org>

On Broadway, Inc.
Naletta Burr
117 South Chestnut
PO Box 2451
Green Bay, WI 54306-2451
(920) 437-2531, Fax: (920) 431-7855
E-mail: naletta@onbroadway.org
Web Site: <http://www.onbroadway.org>

Main Street Marshfield, Inc.
Sheila Ashbeck Nyberg
222 South Central, Suite 404
PO Box 551
Marshfield, WI 54449
(715) 387-3299, Fax: (715) 387-2286
E-mail: sheila@mainstreetmarshfield.com

Lincoln Village Business Association
Neil White
1133 West Lincoln Avenue
Milwaukee, WI 53215
(414) 672-2249, Fax: (414) 672-2261
E-mail: neil5150@hotmail.com
Web Site: <http://www.neighborhoodlink.com/milwaukee/lincolnvillageba>

MAGIC (Mishicot Main Street Program)
Kathy Lindsey
511 East Main
PO Box 237
Mishicot, WI 54228-0237
(920) 755-3411, Fax: (920) 755-3411
E-mail: mishicot@milwpc.com

Osceola Main Street
Bruce Fillipi
PO Box 251
Osceola, WI 54020
(715) 294-3498, Fax: (715) 294-2210
E-mail: brfillipi@centurytel.net

Positively Pewaukee
Elaine Kroening
120 West Wisconsin Avenue
Pewaukee, WI 53072
(262) 695-9735, Fax: (262) 695-9795
E-mail: elaine@positivelypewaukee.com
Web Site: <http://www.positivelypewaukee.com>

Platteville Main Street Program
Cheryl Zmina
55 South Bonson Street
Platteville, WI 53818
(608) 348-4505, Fax: (608) 348-8426
E-mail: pvmainst@yahoo.com
Web Site:
<http://www.plattevillemainstreet.com>

Portage Main Street
Sue Taylor
PO Box 61
Portage, WI 53901
(608) 745-1861, Fax: (608) 742-5888
E-mail: mainstreet@portagewi.com
Web Site: <http://www.mainstreetportage.org>

Rice Lake Main Street Association
Kathy Wellsandt
138 1/2 North Main Street, Suite 201
PO Box 167
Rice Lake, WI 54868-0167
(715) 234-5117, Fax: (715) 234-5117
E-mail: rlmainst@chibardun.net
Web Site: <http://www.ricelakemainstreet.com>

Richland Main Street
Susan Price
397 West Seminary Street
PO Box 128
Richland Center, WI 53581-0128
(608) 647-6205, Fax: (608) 647-5449
E-mail: chamber1@richlandchamber.com
Web Site: <http://www.richlandchamber.com>

Ripon Main Street, Inc.
Craig Tebon
301 1/2 Watson Street
PO Box 365
Ripon, WI 54971
(920) 748-7466
E-mail: mainstreet@dotnet.com
Web Site: <http://www.riponmainst.com>

Sharon Main Street Association
Karen Kenney
194 Baldwin Street
PO Box 528
Sharon, WI 53585-0528
(262) 736-6246, Fax: (262) 736-4346
E-mail: sharonmainst@elknet.net
Web Site: <http://www.sharonwisconsin.com>

Sheboygan Falls Chamber-Main Street
Nancy Verstrate
504 Broadway
Sheboygan Falls, WI 53085-1337
(920) 467-6206, Fax: (920) 467-9571
E-mail: nverstrate@sheboyganfalls.org
Web Site: <http://www.sheboyganfalls.org>

Stevens Point Main Street
Jami Gebert
1245 Main St, Suite 200
PO Box 675
Stevens Point, WI 54481
(715) 343-5356, Fax: (715) 343-5356
E-mail: mainstreetmanager@sbcglobal.net
Web Site: <http://www.stevenspoint.biz>

Sturgeon Bay Visitor & Convention Bureau
Becky McKee
23 North 5th Avenue
Sturgeon Bay, WI 54235
(920) 743-6246, Fax: (920) 743-6370
E-mail: beckymckee@sturgeonbay.net
Web Site: <http://www.sturgeonbay.net>

Tigerton Main Street
Virginia Kauffman
235 Cedar Street
PO Box 3
Tigerton, WI 54486
(715) 535-2110, Fax: (715) 535-3256
E-mail: ktours@frontiernet.net
Web Site: <http://www.tigertonwis.com>

Two Rivers Main Street, Inc.
Michael S. Zimmer
1609 Washington Street
PO Box 417
Two Rivers, WI 54241
(920) 794-1482, Fax: (920) 553-4586
E-mail: mainstreet@lakefield.net
Web Site: <http://www.trmainstreet.org>

The Viroqua Chamber - A Main Street City
Ingrid Mahan
220 South Main Street
Viroqua, WI 54665
(608) 637-2575, Fax: (608) 637-8326
E-mail: infodesk@viroqua-wisconsin.com
Web Site: <http://www.viroqua-wisconsin.com>

Watertown Main Street Program
Gail Towers MacAskill
406 East Main Street
Watertown, WI 53094
(920) 261-5185, Fax: (920) 261-5185
E-mail: gailmainst406@sbcglobal.net
Web Site: <http://www.mainstreetwatertown.com>

Main Street Waupaca, Inc.
104 North Main Street, Suite 120
PO Box 704
Waupaca, WI 54981
(715) 258-9009, Fax: (715) 258-8241
Web Site: <http://www.mainstreetwaupaca.org>

Main Street Wausau, Inc.
Amy Altenburgh
426 Third Street
Wausau, WI 54403
(715) 845-1328, Fax: (715) 843-0938
E-mail: mainstreetwausau@g2a.net

Downtown West Allis
Brian Preiss
7231 West Greenfield Avenue
West Allis, WI 53214
(414) 774-2676, Fax: (414) 774-7728
E-mail: director@downtownwestallis.com
Web Site: <http://www.downtownwestallis.com>

Downtown West Bend Association
Theresa Fuerbringer
128 S. Sixth Avenue, Suite One
West Bend, WI 53095
(262) 338-3909, Fax: (262) 338-0635
E-mail: theresa@downtownwestbend.com
Web Site: <http://www.downtownwestbend.com>

Council on Main Street *as of January, 2005*

Beverly Anderson, Darlington	City, Village, Town
Tim Anderson, Madison	WDAC
Dick Best, Menomonie	Chamber of Commerce
Ben Cross, Manitowoc	Business
Ann Eaves, Madison	At Large
Shawn Graff, Slinger	WI Trust
Lisa Kotter, Clintonville	At Large
Dennis Leong, Madison	WI DOT
Terrence Martin, Waupaca	Architectural
Brian McCormick, Madison	WI Historical Society
William Neureuther, Hubertus	Financial
Jim O'Keefe, Madison	Dept. of Commerce
Penney Van Vleet, Pewaukee	Business
Judy Wall, Prairie du Chien	At Large

Stepping down in 2004

Dean Amhaus, Milwaukee
John Rogers, Sheboygan
Trudy Wallin, Viroqua
Ed Wendland, Watertown

Department of Commerce

Mary P. Burke, Secretary
Jim O'Keefe, Administrator, Division of
Community Development

Bureau of Downtown Development Staff

Jim Engle, Bureau Director and Coordinator
(608) 267-0766; jengle@commerce.state.wi.us
Todd Barman, Assistant Coordinator
(608) 267-3855; tbarman@commerce.state.wi.us
Joe Lawniczak, Design Coordinator
(608) 267-0765; jlawniczak@commerce.state.wi.us
J. D. Milburn, Small Business Specialist
(608) 267-2252; jmilburn@commerce.state.wi.us
Don Barnum, Program Assistant
(608) 266-7531; dbarnum@commerce.state.wi.us

For More Information Contact:

Wisconsin Department of Commerce
Bureau of Downtown Development
201 West Washington Avenue
4th floor
PO Box 7970
Madison, WI 53707
(608) 266-7531
Fax: (608) 264-7834
dbarnum@commerce.state.wi.us
<http://www.commerce.wi.gov/CD/CD-bdd.html>